

## **DAVID CUMMING**

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### **PERSONAL DETAILS**

**28th May 1966, British, married (to Thai), 1 child**

Performance-driven professional with comprehensive experience in providing clients with the highest degree of hospitality and customer service, by ensuring the facilities meet and exceed expectations. Highly skilled in all aspects of the hospitality industry including operations, commercial, pre-opening and strategic planning. Respected leader, possessing outstanding work ethic and integrity, strong mentoring and human capital development skills, dedicated to delivering results to company and owners

### **Proven expertise in:**

- Room optimisation & profitability maximisation
- Sales, marketing and social media focus
- Leadership
- Revenue & ecommerce
- Cluster management & owners' relations
- Pre-opening, development & technical services
- Operations management
- Food & beverage / MICE/ banqueting
- Human capital / team development
- Quality assurance and consistency
- Strategic planning
- Customer & team member Satisfaction

### **PRESENT EMPLOYMENT**

#### **Miracle Group | Thailand | Mar '21 – Sept '21 (fixed contract)**

Position: **Area General Manager, 3 properties**

Responsibilities: Working as a consultant to local owner for 6 months. Renovation of the Miracle Convention Hotel & opening of the new Asawin Hotel and Convention Centre. In addition, running the Miracle A Hotel (total: 450 rooms & conference to 2500), Central laundry and a Central Bakery

### **PREVIOUS EMPLOYMENT**

#### **ONYX Hospitality Group | Thailand | Jan '17 – March 21**

Position: **General Manager Amari Watergate Bangkok & Regional Vice President Operations Bangkok, Laos and Malaysia**

Responsibilities: Overseeing the operation of Amari Watergate (it had GM 2019, 12 months), 569 rooms, 3000 sqm event space & a region of 12 properties, 4 Brands; Shama serviced apartments/ Amari, 5-star full service / OZO, limited service / Oriental residence, luxury

- Amari Watergate achievements as Area GM role below
- Driving sales and topline revenues, sourcing new markets, RGI improvements, consistency of standards, maximising profitability, guest and team member satisfaction performances, commercial plans (sales, revenue, ecommerce, marketing and social media), budgeting and cash flow
- Pre-opening for 4 hotels and takeover of 2 properties in 2020 / 6 in 2018/19
- Sourcing of new development opportunities
- 3<sup>rd</sup> party hotels owners' relations / asset management and capital plans
- Market analysis, feasibility studies on laundry, hospital caterings, mall outlets and new potential properties
- Development and mentoring programs / CSR initiatives and actions
- Project Leader for THB 1.2 billion replacement program of M&E plus a major renovation of facilities at Amari Watergate. Completed on time, on budget
- Strategic 5-year plans for each property

- Achievements:
- Re-structure of manning through job combination to reduce payroll expense by 3-5% in each property
  - Driving customer satisfaction through working with the teams to increase scores in all properties year on year. All made KPI score in 2019.
  - Employee satisfaction through improvements in facilities, tools etc. and team member development to produce talent pipeline: hire within
  - Sales and Revenue strategies to drive topline and RGI improvements – all hotels improved at least one RGI ranking.
  - Ensuring business mix optimisation in each property to drive ADR growth
  - Hotels achieving KPI / balanced scorecard results – in 2019, 16/20 hotels made goal of 75% plus
  - Sales & Marketing/ PR and Social media plans for all properties, increasing all aspects of social media measurements
  - Brand / Health & Safety / Engineering and FLS audits
  - Owner's relations: satisfaction in results, asset planning, development plans
  - CSR – delivering tangible results in both the local community, in house and to our people

### **ONYX Hospitality Group | Thailand | Aug '14 – Jan '17**

- Position: **General Manager Amari Watergate Bangkok & Area General Manager**
- Responsibilities: Overseeing the operation of Amari Watergate Bangkok, 569 rooms, in addition to 9 Cluster hotels, all brands
- Achievements:
- Partial renovation 2016 (Watergate) 300m THB
  - Opening of Amaya, new street food concept restaurant, revenue THB 250m
  - Increased GOP in 2015 over 40% and maintained (from 36%)
  - 28 meeting rooms/ ballroom / events/ outside catering – MICE destination
  - Topline strategy, room type and bus mix optimization, ADR growth +7% yoy
  - Amari Watergate from 5 out of 6 to 3 out of 6 in comp set RGI ranking
  - Guest Satisfaction levels increased to 90%+ from 84/86% across portfolio
  - Balanced scorecard achieved each year, 75% plus
  - Re-modeling to have leaner operations; cluster positions, leasing, new products, outsourcing, job combination
  - Monthly General Manager reviews / performance calls
  - Owner's relations/ monthly performance meetings / investment plans
  - Secured Shama development lead & take-over (429 rooms)/ Ascott previous
  - CSR strategy/ projects i.e., Adopt a school, plastic reduction, environment
  - Overseeing the opening of 3 properties, delivering the pre-opening process

### **ONYX Hospitality Group | Thailand | Jan '13 – July '14**

- Position: **Vice President Pre-Opening, South East Asia and China**
- Responsibilities: Overseeing Pre-Opening Operations for the Company, all brands:
- All pre-opening activities; critical paths, technical service liaison, owners' relations, budgets, hiring, taskforce, developing standards and purchases
- Achievements:
- Working on a development pipeline of 27 hotels / opened 11
  - Liaison and input with Technical Services on all projects
  - Working with Project management companies and all consultants
  - Procurement advice and working with outsource vendors
  - Owner's presentations – development pitch, budgets, OSE master lists etc.
  - Developing processes for pre-opening e.g., budgets, critical paths etc.
  - Developed a pre-opening team and taskforce support system
  - Establishing the ramp up – revenue, sales, ecommerce, manning, etc.
  - Worked with the General Managers on all aspects of pre-opening to opening
  - OSE master lists and purchases when no procurement company
  - Project assessments and sourcing of new developments for the company

## **AMARI PATTAYA | THAILAND | Jan '09 – Jan '13**

**Position:** General Manager

**Responsibilities:** Daily operation of a busy 523 room resort and corporate five-star hotel (2 buildings, 2 pools and extensive gardens)

- 3 restaurants including 250 seat fine dining Mantra, ADD, Fun pub and busy pool operation / Conference and Banqueting
- 540 team members

**Achievements:**

- Increased the revenue in 4 years: from THB 549m to THB 788m
- GOP increase: THB 139m to 306m in 4 years (no increase in rooms)
- Occupancy year round from 48% in 2009 to 90% in 2012
- Hotel of the Year in Onyx Group in 2011 and 2012
- Onyx CSR award in 2011 and 2012
- Developed the Mantra Fine Dining restaurant, created new Pub concept
- Implemented Ideas revenue management system
- Achieved GRI changes to be leader in comp set from 5 out of 6 to 2 out of 6
- Hotel became an integral part of local community – the place for leisure, corporate and social events
- Developed all Geo sources of the leisure and Mice industry to drive year-round business – UK, Europe, Australia, New Zealand, Hong Kong, Korea and Asian Mice
- Implemented fully fledged animation program and built kids club and concept (club/ welcome/ kid's buffet/ activities/ merchandise)

### **ADDITIONAL EXPERIENCE:**

Amari Watgate Bangkok, Resident Manager & EAM Food and Beverage  
Imperial Hotels, Resident Manager, Pre-opening Siem Reap Property / Imperial Queen's Park Bangkok  
Inter-Continental Muscat, Director of Food and Beverage  
Crowne Plaza Abu Dhabi, UAE, Executive Assistant Manager in charge Food and Beverage (ME IHG hotel of the year 1999)  
Sharm el Sheikh Inter-Continental, Food and Beverage Manager / Pre-Opening  
Britannia Inter-Continental London, Food and Beverage Manager  
George Inter-Continental Edinburgh, Food and Beverage Manager  
Britannia Inter-Continental London, Assistant Food and Beverage/ Banqueting Manager

### **EDUCATION AND QUALIFICATIONS**

**Ecole hôtelière de Lausanne**, Winter Management Course

**Cornell University**, Planning for Profits and Leadership to Create Potential

**Wine and Spirit Education Trust**, Higher Certificate in Wines and Spirits

**Robert Gordon University, Aberdeen**

Degree: BA in Hotel, Catering and Institutional Administration (CNAA)  
Award Gained: Final Year Prize, Catering and Accommodation Studies

### **ACHIEVEMENTS**

School Prefect / Football and Tennis Captain  
Chairman University Social Committee  
Chief Scout Award

## **OTHER SOCIAL AND COMMUNITY ENGAGEMENTS**

British Chamber of Commerce Thailand board member since 2012 / Vice Chairman 2017-2019  
Vice Chairman of Abu Dhabi Rugby Club  
Committee Member of the St Andrew's Society, Abu Dhabi  
Chieftain of the St Andrew's Society, Bangkok 2016 / 2017  
Member of La Chaine des Rôtisseurs  
Bangkok South Rotary Club

## **REFERENCES**

### **Professional:**

#### **Mr. Pierre-Andre Pelletier**

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#### **Mr. Peter Henley**

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#### **Mr. Kurt Rufli**

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#### **Mr. Giraudo Aurelio**

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#### **Mr. Jihad Hazzan**

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### **Personal:**

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#### **ML. Suravut Tongthaem**

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